

MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA

STATEMENT OF INTENT

2020-24



Photo credits

Cover

- Te Taiao | Nature opening, 2019. Photo by Jeff McEwan. Te Papa (139215)

This is an image of the toki, named 'Tihei Mauri Ora' (meaning Awake to the World), in Te Papa's nature space Te Taiao | Nature. Made by Fayne Robinson and Brent Brownlee, it is a contemporary representation of Maui's sacred adze Tihei Mauri Ora. According to a legend specific to the South Westland hapu of Kaati Mahaki ki Makaawhio, Maui voyaged from Hawaiki and made first landfall in Aotearoa at Maitahi 'Bruce Bay'. But before he could do so he had to do battle with two giant sharks Mako-horo-pekapeka and Mako-tipua, who were guarding entrance into the bay. He used his adze to subdue the sharks and thus a safe landing place was established enabling Maui and his people to come ashore and explore this newly discovered land.

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- Te Taiao | Nature opening, 2019. Photo by Jeff McEwan. Te Papa (139185)

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- Rongomaraeroa, 2018. Photo by Norm Heke. Te Papa (126260)

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- Covid-19 Te Papa reopening May 2020, 2020. Photo by Jo Moore. Te Papa (157776)

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- Te Papa staff installing Walk (Series C), 1973 by Colin McCahon, 2019. Photo by Jack Fisher. Te Papa (144200)

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- Te Taiao | Nature opening, 2019. Photo by Jeff McEwan. Te Papa (139190)

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- Mark Sykes with kākahu | Māori cloaks, 2018. Photo by Rachael Hockridge. Te Papa (130116)

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- Te Taiao After Dark: Sex and Larvae on Valentines, 2020. Photo by Jo Moore. Te Papa (152597)

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- Toi Art Sensory Tour for Blind and Low-vision Visitors, 2018. Photo by Jo Moore. Te Papa (119627)
- Botany store toromiro specimen. Te Papa

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- Carlos Lehnebach orchid hunting. Te Papa.

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- The presentation of Le Lau Ta'amū Tafea, 2020. Photo by Maarten Holl. Te Papa (150283)

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- Linda Waters, Conservator Paintings in the lab, 2016. Photo by Te Papa Imaging. Te Papa (68345)
- Te Taiao Whānau Day: Backyard Birds and Bugs, 12 July 2019, 2019. Photo by Jo Moore. Te Papa (141697)
- Conservators Rangī Te Kanawa, Anne Peranteau, and Collection Manager Grace Hutton work on 'ahu 'ula (feathered cloak), 2019. Photo by Amanda Rogers. Te Papa (134536)

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- Puriri moths from the Hudson Collection, 2018. Photograph by Rachael Hockridge. Te Papa (109944)
- Rare book collection, 2016. Photo by Rachael Hockridge. Te Papa (115115)

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- Toi Art Portrait Wall Digital Labels interaction, 2018. Photograph by Kate Whitley. Te Papa (106641)

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- Te Taiao | Nature opening, 2019. Photo by Jeff McEwan. Te Papa (139177)

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- Finale: Bouquet, 2019 by Nike Savvas, 2019. Photo by Maarten Holl. Te Papa (143807)



Museum of New Zealand Te Papa Tongarewa Statement of Intent 2020-2024

In accordance with sections 138-148 of the Crown Entities Act 2004, this *Statement of Intent* of the Museum of New Zealand Te Papa Tongarewa (Te Papa) for the four years ending 30 June 2024 is presented to the House of Representatives.

The purpose of this *Statement of Intent* is to promote public accountability. It sets out Te Papa's intentions and objectives for the four year planning period.

This *Statement of Intent* reflects agreement between the Board and the Minister for Arts, Culture and Heritage on Te Papa's strategic direction.

Dame Fran Wilde
Chair
4 September 2020

Caren Rangī
Chair, Assurance and Risk Committee
4 September 2020

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Introduction

Ko te mana taonga, ko te mana tangata, ko te mana tiaki i ngā kura tongarewa, waiho i te āhuru mōwai, waiho i te toka tū moana.

Our stewardship and connection to our prized treasures, to our people, it is our safe haven, it is our foundation in uncertain times.

‘Te Papa Tongarewa’ expresses in Te Reo Māori ‘our container of treasured things’, and also alludes to a receptacle of treasured possessions that spring from Papatūānuku, mother earth, in the Māori creation story. Caring for the taonga and collections on behalf of the nation, and for the benefit of future generations, is at the heart of Te Papa’s work. We recognise the spiritual and cultural relationships and connections of taonga to their people and communities, weaving this through every aspect of our museum; our research, exhibitions, events and education.

Our bicultural museum foundation is manifested in our building design, our marae Rongomaraeroa, our organisational structure, and our unique policies and practices. The three boulders that sit on Te Papa’s forecourt symbolise the museum’s commitment to the land and people of Aotearoa, New Zealand, and affirm the importance of the Treaty of Waitangi:

Papatūānuku, the environment in which we all live;

Tangata Whenua, the people who belong to the land by right of first discovery; and

Tangata Tiriti, the people who belong to the land by right of the Treaty of Waitangi, including all of Aotearoa’s multicultural communities.

The impact of COVID-19 in New Zealand and internationally, while challenging, also provides opportunities for Te Papa. It has led to new emphases in our strategic direction, primarily in a shift to online opportunities for collection and exhibition access, and transformational museum-based learning. We will also maximise innovation in order to secure new forms of revenue and funding and focus on how collections, learning and discussion help us to understand Aotearoa New Zealand’s identity.

We will continue our commitment to biculturalism in the way we operate and carry out our functions. We acknowledge the shortcomings of past museum practices in the treatment of indigenous peoples and taonga, and are committed to reconciliation

and healing, transforming our museology to be more relevant and connected to our peoples and communities. Te Papa is committed to becoming a trusted Treaty partner and we will work hard with Māori on kaupapa important to them. Te Papa is a place where we can interrogate, re-examine and redesign our unique bicultural museology and what it means now and in the future. We will help to shape and inform good museum practice for the museum sector in New Zealand and internationally.

We will focus on inclusivity and respect for diverse voices and audiences to ensure Te Papa remains ‘Our Place’, a place to discuss important and sometimes contentious national issues. We will reflect on and celebrate New Zealand’s unique history and identity and the important issues of our times.

These commitments are expressed in our strategic intentions to uphold the Treaty and be a forum for the nation. Welcoming individuals, iwi and community groups to co-design and collaborate will be essential to our success in hosting conversations important to New Zealand’s future.

Te Papa’s approach to collection care is unique as we recognise and practise the principle of mana taonga – recognising the spiritual and cultural connections of taonga to their people. Mana taonga provides iwi and communities with the right to define how their taonga and treasures within Te Papa should be cared for and managed in accordance with their tikanga or customs. We look forward to partnering with iwi and hapū to support their taonga and cultural development aspirations.

Our aspiration to uphold the integrity of our relationships, build trust, and work collaboratively weave through our strategic intentions. We want everyone to access opportunities for learning, assist in the ongoing revitalisation of Māori language and culture and to build the capability of the museum sector to contribute to a more resilient and meaningful museum sector.



Te Papa’s legislative functions

Collection acquisition, care and management	Access to collections and information about them	Education and research in connection with the collections	Sector support	Operations and infrastructure
Collect works of art and items relating to history and the natural environment	Act as an accessible national depository for collections	Conduct research into any matter relating to collections or associated areas of interest and assist others in such research	Cooperate with and assist other New Zealand museums in establishing a national service and in providing appropriate support to other institutions and organisations holding objects or collections of national importance	Control and maintain the museum
Develop, conserve and house securely the collections	Exhibit or make available for exhibition by other public art galleries, museums and allied organisations, material from collections	Provide an education service in connection with collections	Cooperate with other institutions and organisations that have similar objectives	Design, construct and commission any building or structure required by the museum
Endeavour to make the best use of collections in the national interest	Disseminate information relating to collections and any other matters relating to the museum and its functions			

Te Papa’s functions and operations

Legislative context

Te Papa is an autonomous Crown entity, established by the Museum of New Zealand Te Papa Tongarewa Act 1992 to deliver functions relating to collection care and management, access to collections, education, research and sector support.

The Act provides that Te Papa shall provide a forum in which the nation may present, explore and preserve both the heritage of its cultures and knowledge of the natural environment in order to better

- A) understand and treasure the past; and
- B) enrich the present; and
- C) meet the challenges of the future.

In performing its functions Te Papa must:

- have regard to the ethnic and cultural diversity of the people of New Zealand, and the contributions they have made and continue to make to New Zealand’s cultural life and the fabric of New Zealand society;
- endeavour to ensure that the museum expresses and recognises the mana and significance of Māori, European and other major traditions and cultural heritages and that the museum provides the means for every such culture to contribute effectively to the museum as a statement of New Zealand’s identity;
- endeavour to ensure that the museum is a source of pride for all New Zealanders.



Operating environment

Museums operate within an increasingly complex realm, in which societal fragmentation is exacerbated by social media and emergent technologies, questions about transparency, wealth inequality and an increasing prevalence of mental health issues. In 2020, significant global disruption caused by the COVID-19 pandemic affected economies, international borders, social relationships, education, and many wide ranging aspects of daily life.

While the future is currently hard to predict, we are moving into a period of adaptation and economic, social and cultural recovery. In performing its functions, Te Papa has the opportunity to contribute to social cohesion by providing the means for all cultures to contribute to the museum as a statement of New Zealand's identity, and endeavour to ensure the museum is a source of pride for all New Zealanders. By preserving collections and providing the means for new understanding and research, Te Papa has a significant role to play as a trusted organisation in helping New Zealanders navigate the new world we face, and contribute to intergenerational wellbeing into the future through *tuia te tangata, tuia ngā kōrero, tuia ngā taonga* - connecting people with taonga, treasures and stories.

The effects of the pandemic will transform Te Papa's operation in coming years. With likely long-term impacts on international tourism and access to international opportunities, we will double-down on our services to all New Zealanders. We will reshape how we connect with the rest of New Zealand beyond Wellington: how we conduct research, how we collaborate with communities, how we share the collections physically, and the needs of our diverse audiences for different forms of digital access and content. In addition, the needs and preferences of communities and those with particular accessibility requirements will be taken into account when designing access, exhibition, learning and research opportunities.

A large part of our core museum work includes working collaboratively and in support of museums and galleries throughout New Zealand to strengthen the overall health and capability of the sector. In response to the COVID-19 pandemic Te Papa will be supporting the museum and heritage sector in first recovering and then innovating to serve the public in a new social context. We will adapt our services to support museums to thrive in this new setting, working closely with partners such as Museums Aotearoa, Ministry for Culture and Heritage, and other collecting and cultural institutions.

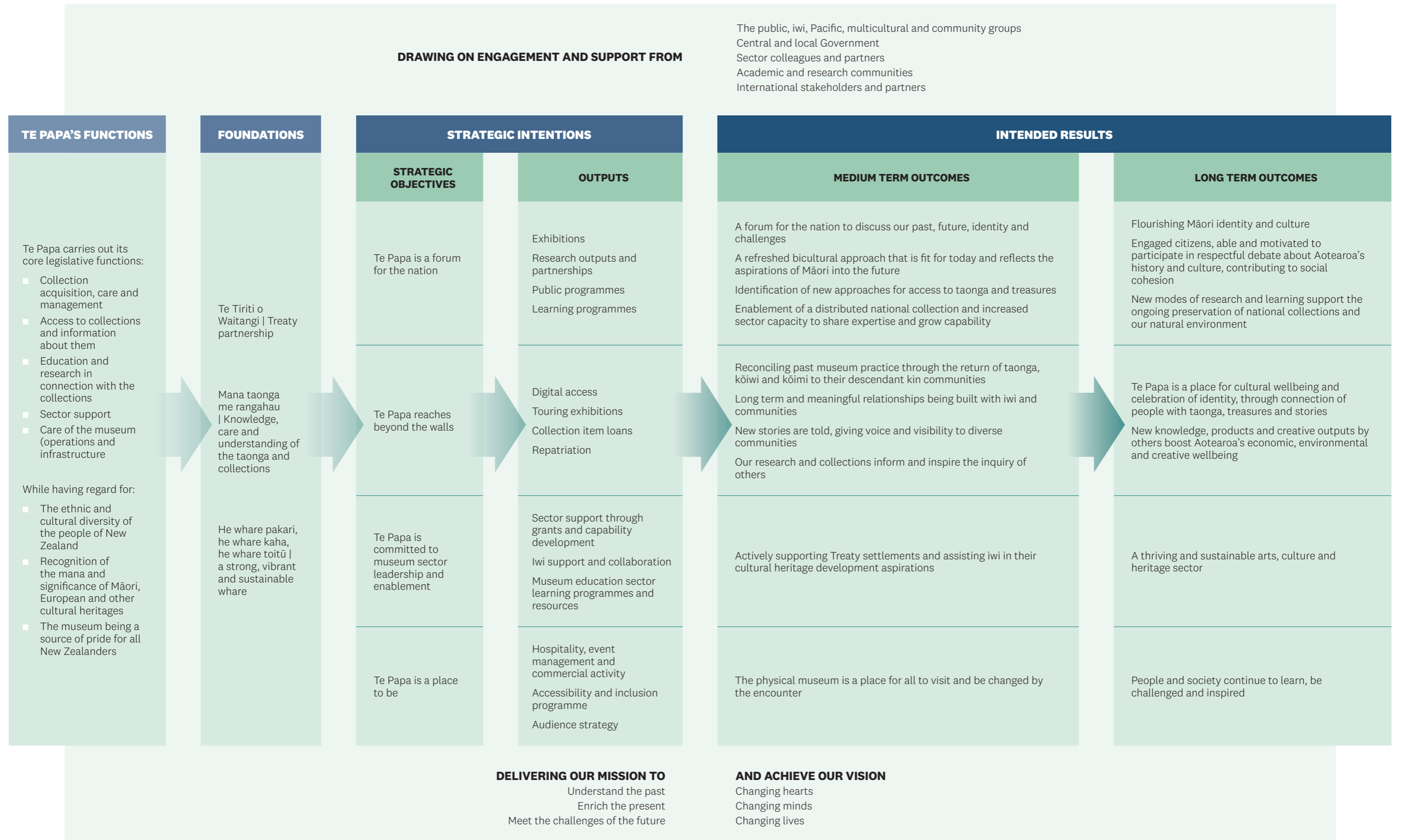
Te Papa will continue to support iwi cultural heritage development aspirations, providing guidance and advice on the care of taonga, actively assisting iwi in the Treaty Settlement process, as well as partnering with iwi in the care and management of taonga under the *mana taonga* principle. We will play a significant role in the whole-of-government approach to address the issues raised by the Wai 262 claim and the Waitangi Tribunal report, *Ko Aotearoa Tēnei*, and in fostering Te Reo Māori. Te Papa also manages the Karanga Aotearoa Repatriation Programme, seeking the return of *kōiwi* and *kōimi tangata* from overseas institutions and back to their descendant source communities.

Te Papa's Risk Management

Te Papa recognises that risk management is an important element of good governance and management. The Assurance and Risk Committee assists the Board in the fulfilment of its corporate governance duties in relation to risk management, internal control and financial reporting. Risk management is integrated with our planning, budgeting and performance processes which enables identification, on-going monitoring, oversight and treatment of risks.



What is intended to be achieved – Te Papa’s outcomes framework





Te Papa's strategic intentions

In the next 10 years, Te Papa will focus on four strategic objectives, and three foundation areas that underpin all of our work. This section sets out the short term to medium term objectives – our desired impact over the period of this *Statement of Intent*.

Strategic objectives			
Te Papa is a forum for the nation	Te Papa reaches beyond the walls	Te Papa is committed to museum sector leadership and enablement	Te Papa is a place to be
Foundations			
Te Tiriti o Waitangi Treaty partnership			
Mana taonga me rangahau Knowledge, care and understanding of the taonga and collections			
He whare pakari, he whare kaha, he whare toitū a strong, vibrant and sustainable whare			

Our foundations

Te Tiriti o Waitangi | Treaty partnership

Te Papa was founded on the principle of biculturalism. Ground-breaking at the time, the knowledge, understanding and application of Māori / bicultural museum practice continues to evolve in the museum sector. It is time to refocus and refresh our important bicultural foundation. In the coming years we will re-examine our bicultural museology, our staff members' current level of understanding, the Māori capability necessary to support our operations, and our innovative policies and practices. We will commit to taking a Te Ao Māori approach to all of our operations and actively involve Māori in this process, utilising audience research in developing digital experiences and future planning.

As a Crown entity we seek to become a trusted Treaty partner ensuring that the Treaty principles of partnership, participation and protection are reflected in our decision-making. Through the Karanga Aotearoa programme, we will continue to facilitate the return of Māori and Moriori ancestral remains back to their descendant kin communities on behalf of the Government, when travel restrictions are lifted. Opportunities for domestic repatriation will be explored to maximise progress while international travel is limited.

Mana taonga me rangahau | Knowledge, care and understanding of the taonga and collections

Te Papa practises people-centred museology, recognising that iwi, communities and individuals critically shape how we create, collect, conserve and share collections. Embedding the mana taonga philosophy in our practice by involving our communities in the work of Te Papa builds integrity, and as a Treaty partner we will actively work with Māori to assist in their cultural development futures and present their taonga and histories. We will build the trusting relationships required to return significant taonga in the collections to iwi and source communities.

Our ability to increase access to taonga and collections requires focus on digitisation and research. The impact of the COVID-19 pandemic brings the opportunity to redeploy resource to collection management, new ways to access collections and a review of collection strategy to align with repatriation practice.

We will build on our foundation as a leading research generator and interpreter to share the richness of our Mātauranga Māori, Pacific, natural history, art

and New Zealand history collections. We will actively involve our peoples and communities in the research process to enable us to speak with authority. Our bicultural and interdisciplinary approach will set us apart on the national and international stage, presenting the richness of mātauranga Māori and making Te Papa a vital source of learning for all New Zealanders and the world. The impact of the COVID-19 pandemic on New Zealand history, identity, social connectedness and cohesion will be an area of focus.

He whare pakari, he whare kaha, he whare toitū | a strong, vibrant and sustainable whare

People capability and infrastructure maintenance enables our house, the museum, to be modernised and sustainable to serve New Zealanders into the future.

Our people are vital to the sustainability and vibrancy of our business, and we will leverage leadership potential through online learning and development during the recovery phase from the COVID-19 pandemic. We are also committed to taking care of our assets in a sustainable and ethical way, with critical physical and digital infrastructure investment our core focus.

Responding to the economic impact of the pandemic, we will seek out commercial opportunities in the context of a re-imagined museum, and explore strategic partnerships to help us engage our audiences. Development of a strong ethical framework to guide decision making will help clarify our role in facilitating important national conversations, and ensure our corporate social and environmental practices support the outcomes we want to achieve for Aotearoa.



Our strategic objectives

Te Papa is a forum for the nation

Through programming that examines life and identity in Aotearoa New Zealand, people’s encounters with Te Papa will provide opportunities to reflect, respond and contribute. We draw on many voices, allowing complex and contentious ideas to be discussed. Our research strengths and partnerships allow us to debate meaningful and ethical responses to the challenges and realities of today’s society. We will support discussions on New Zealand society and identity in response to disruptions caused by the COVID-19 pandemic, including those happening in different regions. Digital platforms will enable us to engage broadly with diverse communities on these issues, and develop new partnerships.

In the medium to longer term, our next exhibition renewal focus is on New Zealand and Pacific history and society. This, along with our ability to play a lead role in the application of the new national history curriculum within the museum education space, provides a unique opportunity to engage New Zealanders in conversations about our history and our future. We will build on the co-creation approaches used in the development of our natural environment exhibition Te Taiao | Nature to:

- establish and strengthen partnerships to lead to more and deeper connections
- co-create exhibition and online content, and
- create exhibition experiences that support and provoke debate and learning.



How our foundations support this strategic objective		
Te Tiriti o Waitangi Treaty partnership	Mana taonga me rangahau Knowledge, care and understanding of the taonga and collections	He whare pakari, he whare kaha, he whare toitū a strong, vibrant and sustainable whare
Consultation and reciprocal partnership with tangata whenua and tangata tiriti communities	Collection-based exhibition experiences Collection acquisitions that give visibility to communities who have been under-represented Research practice that allows new stories and perspectives to be told	Relevant and engaging exhibition experiences that draw people back to the museum and attract new audiences Digital platforms and strategic partnerships help us reach audiences Ethics framework developed to guide our role in important national conversations, and in making decisions about partnerships and commercial opportunities



Te Papa reaches beyond the walls

More than ever, Te Papa's commitment to reaching beyond the walls of the physical museum will come to the fore. This will be expressed not only through what we do, but how we do it. By clearly understanding audiences' needs and preferences and placing community and collaboration at the heart of what we do, we will maximise opportunities for people to engage with Te Papa and ensure people can access collections through enhanced digital offerings.

We want to increase our focus on mana taonga practice through community collaboration, and understand more about our Asian and Pacific audiences within New Zealand. We will reach out to museums located in Pacific nations and territories to understand their needs and how we can support them in the future.

We will:

- prioritise working with New Zealand communities who do not see their identities and histories reflected in the mainstream New Zealand story
- reflect these voices and experiences through our collecting, programming and exhibition renewal
- examine our role in reaching out to our Pacific neighbours and New Zealand's Pacific communities
- stabilise digital platforms and continue to digitise our collection to foster access and take advantage of developing technologies to re-think and refresh the way we engage with communities and share collections.

How our foundations support this strategic objective		
<i>Te Tiriti o Waitangi Treaty partnership</i>	<i>Mana taonga me rangahau Knowledge, care and understanding of the taonga and collections</i>	<i>He whare pakari, he whare kaha, he whare toitū a strong, vibrant and sustainable whare</i>
<p>Support for iwi and cultural development aspirations through Treaty settlement work</p> <p>Repatriation of kōiwi and kōimi tangata to New Zealand from overseas</p> <p>Māori audiences accessing collections across multiple platforms</p>	<p>Opportunities for deaccession of collection items to source communities</p> <p>Connecting people around Aotearoa with taonga through collection access on site, touring exhibitions and loans</p> <p>Making collections available digitally</p> <p>Collection digitization to maximise remote access and preserve collections for future generations</p> <p>Research partnerships and collaboration, including in communities beyond the metropolitan centres</p> <p>Sharing new knowledge through peer reviewed research outputs and conference presentations</p> <p>Co-collecting and online projects with Pacific communities</p> <p>Framework developed to understand the impact of research, its reach and benefit to diverse communities</p>	<p>Infrastructure investment to maintain and improve platforms for preserving and sharing information</p> <p>Partnerships to leverage and increase Te Papa's profile</p>





Te Papa is committed to museum sector leadership and enablement

This area of Te Papa’s work will be significantly impacted by the COVID-19 pandemic. The support and leadership that museums and galleries need in order for them to thrive and serve their communities in coming years will be dramatically altered by the social and economic changes wrought by the pandemic. Our focus for sector support will be on administering the Museum Hardship Fund, understanding the range of issues faced by diverse museums, galleries and cultural institutions across the regions and considering how we can offer practical support to build capacity and capability.

Working closely with partners in the wider cultural sector (including Museums Aotearoa, Ministry for Culture and Heritage, Creative New Zealand, National Library of New Zealand, Archives New Zealand, Ngā Taonga Sound & Vision and others) we will adapt our offer, find new channels to deliver support, and work collaboratively on first recovery and then innovation and growth strategies.

The Raranga Matihiko programme (a learning programme centrally managed by Te Papa and delivered between 2018 and 2020 in partnership with three other North Island museums) demonstrated the potential to build a networked model of museum education. The introduction of the national history curriculum provides further opportunities to position museums as a bridge between educators and the

community, and for Te Papa to provide a leadership role. Our experience in coordinating learning experiences remotely will enable us to support other museums as they adapt to altered school and education contexts.

Through our commitment to bicultural museum practice and mana taonga, we will continue to provide leadership and guidance in working with Māori, iwi, and diverse communities. Through the Ngākahu National Repatriation Partnership, Te Papa will facilitate the progress of domestic repatriation of kōiwi and kōimi tangata, by building a strong network of cooperation and shared research. We will investigate the possibility of furthering domestic repatriation research while international repatriation work is limited by international travel restrictions.

With the sector, we will:

- continue developing online learning resources and delivery mechanisms, such as networked museum education
- foster conversations about future-focused practice, including the concept of a ‘national distributed collection’
- help develop a sector workforce that is resilient and remains relevant in the face of change
- help develop a diverse pool of museum leaders to take the sector into the future
- work to progress international and domestic repatriation of kōiwi and kōimi tangata, with shared processes and practice standards

How our foundations support this strategic objective

<i>Te Tiriti o Waitangi Treaty partnership</i>	<i>Mana taonga me rangahau Knowledge, care and understanding of the taonga and collections</i>	<i>He whare pakari, he whare kaha, he whare toitū a strong, vibrant and sustainable whare</i>
<p>Supporting Ngākahu National Repatriation Partnership funded by Manatū Taonga</p> <p>Exploring ways to support the new national history curriculum through museum-based learning</p> <p>Working in partnership with both Māori and tangata tiriti communities</p>	<p>Expert knowledge exchange opportunities</p> <p>Online resources for sector colleagues</p> <p>Providing advice on caring for taonga through National Services Te Paerangi</p> <p>Managing NZ Museums – a sector wide online collection management system and resource hub</p> <p>Providing research support and advice to sector colleagues</p>	<p>Progressing our own corporate social responsibility approach</p> <p>Partnering with sector colleagues to drive debates about the health and sustainability of the sector</p>



Te Papa is a place to be

Many factors contribute to Te Papa as an iconic visitor destination and a home for all New Zealanders. While the economic impacts of COVID-19 become clear and New Zealand continues to move through recovery, we will focus on engaging our domestic audiences, online programming, ways of sharing the collection and how the museum space needs to be adapted to maintain quality visitor experience.

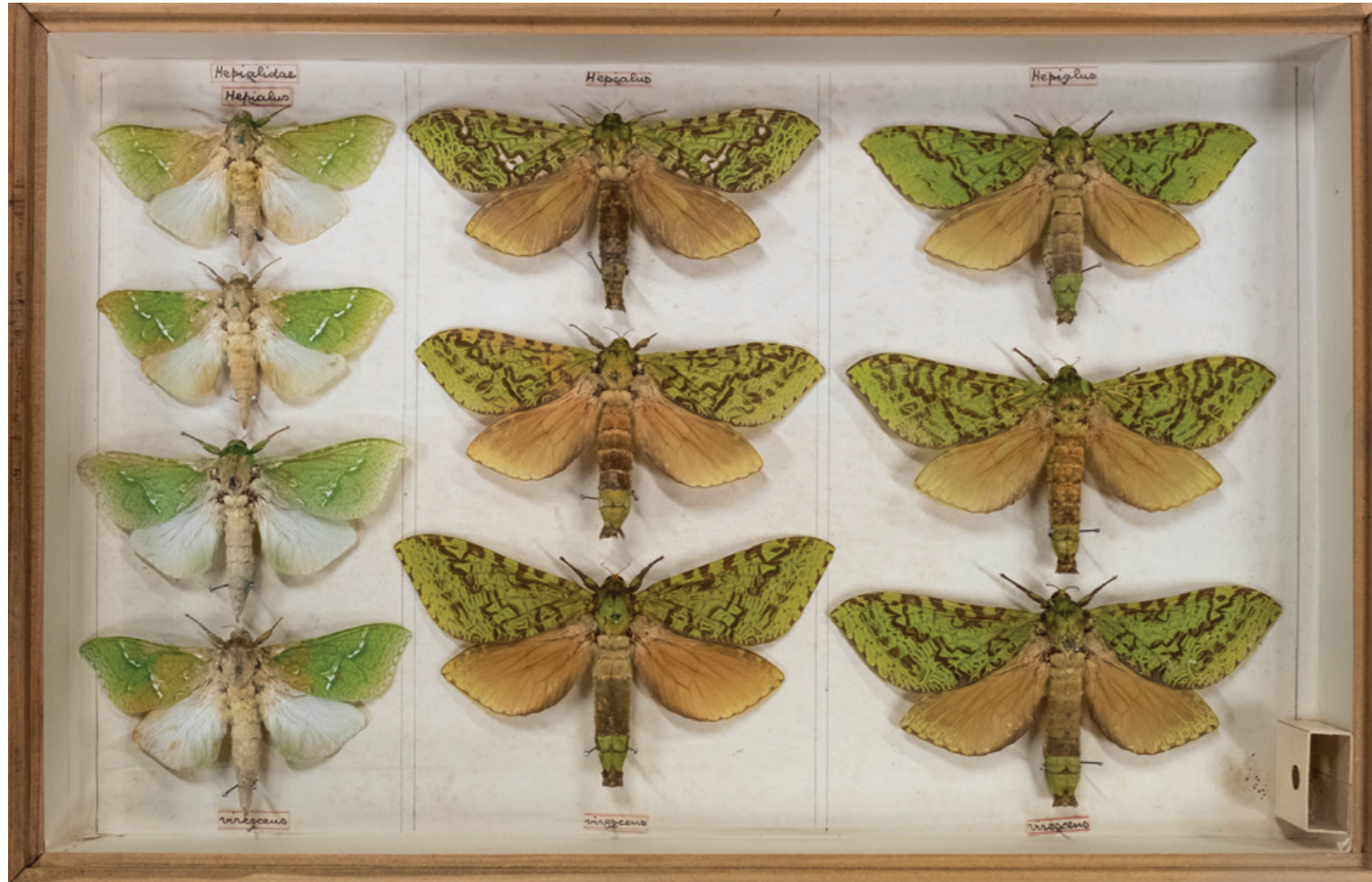
Building on our accessibility, inclusion and audience development strategies we will see new generations of visitors engaged with Te Papa for the years to come.

We will:

- ensure that we constantly scan the emerging trends and issues and have ways of staying relevant to our audiences
- review audience development strategies in light of changing demographics
- seek opportunities for revenue growth within an ethical framework and in the context of national and international economic recession.

How our foundations support this strategic objective		
Te Tiriti o Waitangi Treaty partnership	Mana taonga me rangahau Knowledge, care and understanding of the taonga and collections	He whare pakari, he whare kaha, he whare toitū a strong, vibrant and sustainable whare
<p>Review and revitalise commitment to being a bicultural museum, leading the way for the public sector and museum sector in New Zealand and internationally</p> <p>Improve capacity to serve Māori learners</p>	<p>Being a trusted repository for New Zealand's taonga and treasures</p> <p>Continuing to develop exhibitions, events and experiences that reflect New Zealand's unique history and identity</p> <p>Trusted, primary source of information about New Zealand culture, history, art and the natural environment</p>	<p>Quality service provision of events and hospitality</p> <p>Commercial enterprise provides a doorway into the museum experience</p> <p>Development of accessibility and inclusion principles</p>





Organisational capability

Recovery from local and global impacts of the COVID-19 pandemic will affect Te Papa's organisational capability over the medium term. Our non-Crown revenue streams will suffer due to loss of international visitation and shorter term domestic visitation, along with the negative impact on our commercial business from the anticipated economic recession. As a result, we will focus on critical infrastructure investment, wellbeing of our people and the gains we can make through working in a more efficient and sustainable way.

Engaged – our people have the leadership and vision that will bring the best out of our passion and talent. We will ensure that they can grow, develop and flourish.

Bicultural – te ao Māori is embedded in all of our practice, thinking and actions and we focus on recruiting, retaining and developing our Māori staff.

Ensuring we have the unique expertise, skills, capability and capacity required is vital. Work underway includes:

- creating conversations that challenge mind-sets and connect people to each other
- fuelling coordination, collaboration and innovation within Te Papa - thriving in the expected and unexpected
- weaving biculturalism through all that we do and deepening our bicultural capability
- investing in our learning and development infrastructure
- continually improving and evolving how we do every day activities.

Ethics and sustainability

We will build on the environmental sustainability progress that we have already achieved, broadening our approach to include social responsibility in the longer term. Further work will be completed on sustainable exhibition practice in preparation for future programming. With increasing focus on important national conversations in the coming years, building a strong ethical framework to guide our decision making is another important foundation for our work.

Development of our leaders, our management, our experts, and our people will continue to be a key focus. Te Papa is committed to the principle and practice of Equal Employment Opportunities (EEO) in the recruitment, employment, training and promotion of staff. We continue to identify and eliminate barriers that cause or perpetuate inequality in employment opportunities. Our diverse visitor base helps us as we maintain and build our capability of cultural competency amongst people.

Te Papa's EEO initiatives to ensure that equality and diversity in employment are maintained will be reported in more detail in our *Annual Report*.

Our people

Manaakitanga – we nurture the health and wellbeing of our house and the people in it, and extend this to all our manuhiri (visitors), partners and sector colleagues

Collaborative – we are a national institution with multiple roles and disciplines. We bring these together to leverage the many skill sets, forms of knowledge and perspectives to create amazing experiences.





Assessing our performance and success

Detailed information about how we will measure our success can be found in the *Statement of Performance Expectations*. It sets out our performance framework, measures and forecast financial statements to show how we will achieve the activities and strategic intentions outlined in this document. Te Papa's performance measures are intended to track progress towards each strategic priority through activities and outcomes planned for each financial year.

As an autonomous Crown entity Te Papa reports regularly to Manatū Taonga | the Ministry for Culture and Heritage, and the Minister for Arts, Culture and Heritage. Our *Statement of Intent* is developed in consultation with the Minister, and our annual performance expectations are developed with reference to the Government's enduring letter of expectations and Minister's annual letter of expectations. Te Papa reports progress quarterly to Manatū Taonga, culminating in the *Annual Report* each year.

Capital Investment and Asset Management

Te Papa is five years into a significant infrastructure investment programme. A permanent funding increase was received in 2019, to assist with the continuation of this programme of infrastructure works.

The infrastructure programme relates to mechanical, electrical and structural works, and the seismic strengthening of assets across both the Cable St and Tory St sites. For Te Papa to achieve being a forum for the nation, and in being the place to be, there is a reliance that the museum buildings and supporting infrastructure provides the physical foundation for the delivery of these intentions. The current infrastructure programme focuses on improvements in safety, efficiency and utility of the buildings and related infrastructure.

There is also a requirement to refresh, replace and upgrade Information Technology (IT) assets and digital capability to meet audience expectations for access to Te Papa's collections and their stories, critical for enabling Te Papa as a national forum and the place to be, and reaching audiences outside the museum walls.

Te Papa has also committed to complete a refresh of permanent exhibitions following on from the successful refresh of Toi Art in 2018 and Te Taiao | Nature in 2019.

Te Papa operates a Capital Asset Management Plan (CAMP) that encapsulates the total capital investment programme over four years, and while no single capital investment is significant from an expenditure perspective, all investments are prioritised on the basis of strategic importance. Te Papa is also implementing a Strategic Asset Management Module (SAMB) which identifies capital replacement requirements across the lifetime of those assets based on expected levels of performance.

Any impact on capital investment relating to COVID-19 will result in a slowing of the originally planned delivery of the CAMP, with re-prioritisation of existing planned investments based on criticality to delivering Te Papa's strategic intentions.





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